



West Concord Industrial Areas Retreat | 2010



June 19, 2010

SUMMARY REPORT

West Concord Industrial Area Retreat

Report

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Introduction

The town of Concord completed a Draft Master Plan for the West Concord Village in the spring of 2010. The Master Plan includes many recommendations for the area, including specific streetscape improvements, improvements for better pedestrian and bicycle circulation, and changes to zoning for the business districts on Main and Commonwealth Streets. However, by the end of the Master Plan process, there was no clear direction, vision or consensus for the West Concord Industrial district, shown in Figure 1. Ideas ranged from including housing in these areas, increasing building density, and design standards were explored during the process.

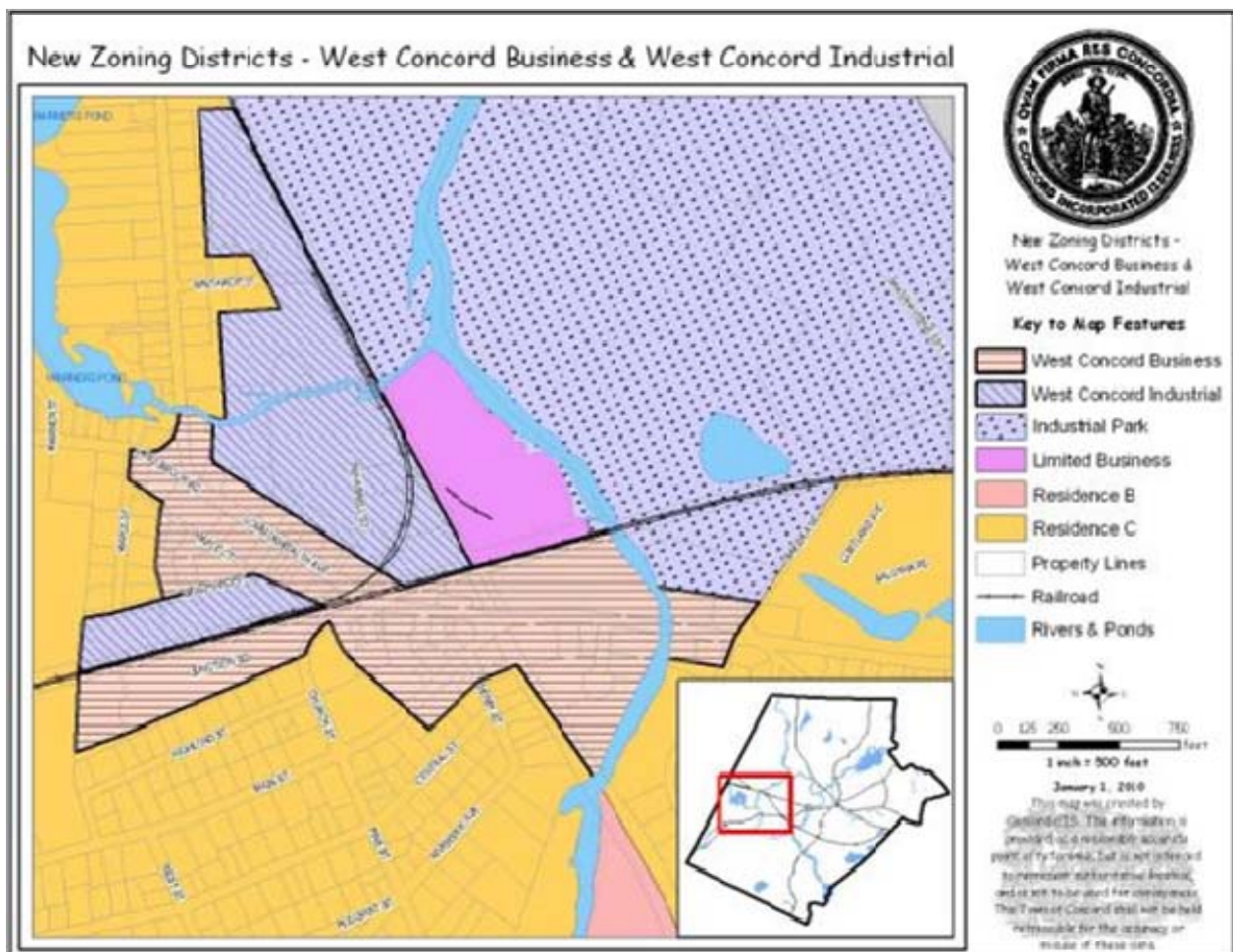


Figure 1: West Concord study area with current zoning

The Town hired Chris Kluchman of Eaton Planning to facilitate a 4 hour “retreat” to begin a discussion focused on the WC Industrial District areas (referred to in this report as Beharrell Street, Bradford Street and Winthrop Street sub areas). This meeting will be the first of two to three facilitated stakeholder meetings to arrive at a vision for the area and any specific actions that might be brought forward to the Spring 2011 Town Meeting. The principal action would be changes to the Zoning By-Law, other actions include identified capital improvement projects, Community Preservation projects or joint public-private efforts.

This report summarizes an event held in West Concord on Saturday, June 19, 2010. The West Concord Task Force invited approximately 70 people to participate in the 4 hour retreat, approximately 40 people attended.

Summary of June 2010 Retreat

Goal: *The workshop will get town opinion leaders, district property and business owners together to discuss the future of the WC industrial district. Discussions should focus on the appropriate uses, structures and places within this area. The WC Master Plan provides the background for the discussion – and covers many areas that this workshop will NOT delve into – these topics include parking, streetscape, street-front commercial uses on Main Street, building height and buildings’ setbacks, etc.*

Workshop participants were divided randomly into 5 small groups (red, blue, yellow, green and red “cross”), each with a volunteer facilitator who would lead the discussion. After a brief introduction, workshop participants engaged in the first of two exercises to bring forward lists of the most important things in the area and a discussion of possible changes that might occur over time. Each small group reported a summary of the first exercise discussion. The transcription of the notes from these discussions is included as Exhibit 1.

Figure 2: Blue Group discussion

After a break, the small groups continued to the second exercise. Each participant wrote down a vision statement for the area over the next 20 years. These were read out loud and discussed by the group. Then each person wrote what they feared might happen, or their “worst nightmare” of what could happen to the district in 20 years. The transcription of the notes from these discussions is also included as Exhibit 1.

The results of this workshop are contained in the five vision statements from these groups, which will be used to move forward to the second workshop. There is no *specific* recommendation – rather there are the detailed notes transcribed and included in Exhibit 1 of this report. At the conclusion of the retreat, participants were encouraged to stay engaged in this process over the next 10 months, attend the second and third workshops, and volunteer to help set up the next session. Participants offered written comments and several people volunteered to help with the second workshop. Figure 5: Planning Director Marcia Rasmussen answers a question

Figure 3: Planning Director Marcia Rasmussen answers a question



Next Steps

The following diagram is a rough outline of the three workshops related to possible changes to the West Concord industrial area zoning district.

Figure 4: Red group discusses specific areas



Workshop 1 June 19, 2010

- Existing favorite uses, buildings, places, activities
- Desired future; Feared future
- Vision statement(s) from small groups
- Volunteers to carry forward with Workshop #2

Workshop 2 September 25, 2010

- Presentation of consolidated Industrial Area Vision from Workshop 1 for review and discussion
- Feedback on proposed vision elements
- Identify areas in West Concord Master Plan implementation matrix that apply
- Volunteers to carry forward with Workshop #3

Workshop 3

- In concert with planning event, consider a West Concord business promotion event/fair
- Brainstorm and discuss ways to achieve vision - possibly come up with list of action items and next steps (some may be regulatory changes, some may be private actions)
- Get feedback
- Volunteers to carry forward any warrant articles (zoning or other) related to West Concord

Details of the June 19, 2010 Retreat

With the direction of the West Concord Retreat sub-committee, on Saturday, June 19, 2010, the Town hosted a workshop from 9:00 a.m. to 1:00 p.m. at the Harvey Wheeler Community Center meeting room.

Agenda

The agenda for the workshop was broken into three main sections: 1) introduction, 2) small group exercise #1 (favorites and fears), and 3) small group discussion and exercise #2 (vision statement). Exhibit 3 contains photographs from the retreat.

Activity	Timeframe
Introduction/Retreat Goal/Background/Overview	9: 15 to 9:45
Break into small groups - first small group exercise	9:45 to 10:45
Small Groups Report Back	10:45 to 11:00
Break	11:00 to 11:15
Second small group exercise	11:15 to 12:15
Small Groups Report Back	12:15 to 12:30
Break	12:30 to 12:45
Observations/Next Steps/Assignments	12:45 to 1:00
Sign up sheets and sign up tables	1:00 to 1:15

Description of Small Group Exercises

Small group exercise #1

The purpose of this exercise is to talk about favorites in the industrial district and to identify what category it is in. Then have a discussion about the actions that could affect the uses, structures, and places – some of it is zoning/regulatory, some of it is the local/regional market, some of it is independent action on part of the building or business owner, and that these things can work together.

Ask each person to think about the Industrial Districts (Winthrop Street, Beharrell Street and Bradford Street areas) and Tell us your FAVORITE:

- characteristic,

- location,
- building,
- use or activity

Identify the category your favorite thing belongs to (use, activity, place, building, other). Identify whether or not your favorite thing is subject to change in 20 years, or is threatened (and by what).

Summary of Exercise #1

Common "Favorite Things"

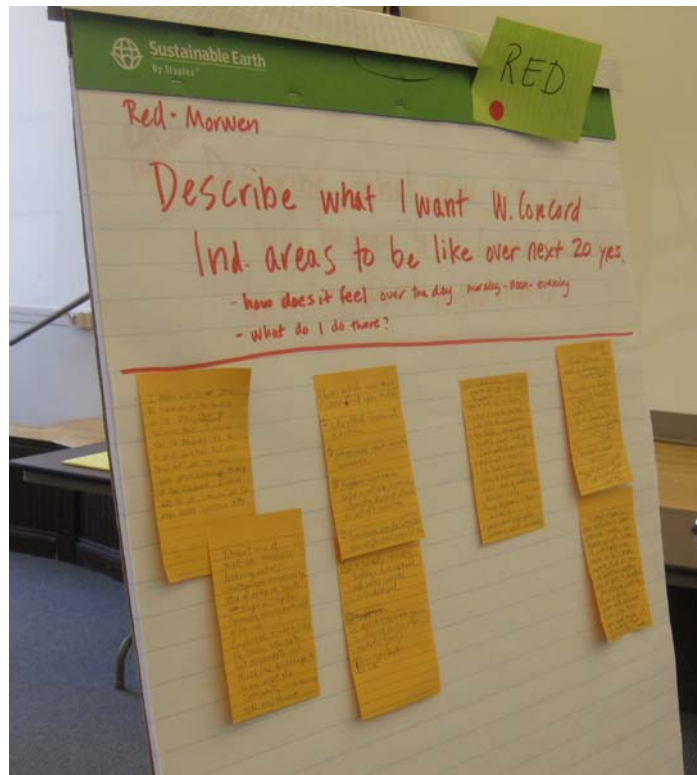
- Diversity of businesses
- Vibrant, eclectic and active place
- Village characteristics: walkability, community events, small businesses, train station/commuter rail stop
- Proximity to Assabet River and Nashoba Brook
- Local jobs
- Affordable commercial, light industrial, and "flexible" working spaces with plenty of parking
- Historic buildings, historic industrial uses, and historic village center/transportation hub

Small group exercise #2

The purpose of this exercise is to have a broad discussion about future uses and development in this area. There are 2 parts to this – each should take approx. 30 minutes.

1. Think about the question: What would you like to see happen in these industrially zoned areas over the next 20 years? Write your answer on 1 to 2 5 x 7 post it notes.
2. Compose a group Vision Statement: ask the group to compose a single 1-2 sentence vision statement for the area. Vision statements should describe the experience, visual character, activities that you wish to see.

Figure5: Individual vision statements



Summary of Exercise #2

Common themes in individual vision statements

- Mixture of uses, activities, users, scale of buildings
- Emphasis on artists space and public art
- Place for small businesses to start up and enough space for them to stay
- Space that is inexpensive to rent
- Diversity of businesses
- Vibrant, eclectic and active place
- Access to natural areas, variety of uses of natural areas (active recreation, such as boating, passive observation)
- Improved traffic flow on major streets in and out of area
- Ability of property owners to make a profit
- Mike Freeman bike trail encourages recreational businesses
- Model for sustainable and “green” buildings

Common themes in individual “worst nightmare” statements

- Boutiquification
- Large parking garage
- Lack of affordable space for businesses
- Consolidation of buildings/businesses into large single buildings/uses
- Area is dominated by residential uses or parking
- Characteristics such as: upscale, sterile, chain stores,
- Overregulation by prescriptive zoning forces landlords to leave buildings empty and unimproved
- Nashoba Brook is piped, natural areas not connected to area

Group Vision Statements from Exercise #2

1. A rich, diverse, dynamic environment which allows and encourages small local start up businesses and businesses which provide useful services and activities for the surrounding community. A place which fully integrates the natural resources and allows full enjoyment of them for all.
2. We envision a vibrant collection of “productive” businesses, services and light industry (including R & D) that meet local needs/Jobs both during peak hours as well as during off peak times; [businesses] that offer complementary uses and parking to promote non-auto reliant transport modes and access to the river. Create and expand opportunities to “hang out” in West Concord.
3. We want the WC village to be a self sufficient place where you can live and not have to leave for your daily needs; include and enhance pedestrian access; continue to host a variety of businesses with multi-tenanted buildings which have invested business owners; environmentally friendly area. Offer flexible zoning to assist our goal/vision.
4. Vision
 - Vibrant:
 - Re-fill to capacity
 - Profitable
 - Pedestrian friendly
 - More mill buildings
 - Brook highlighted

5. Win – win – win (property owners, business tenants, local residents)
 - a. Diverse businesses especially arts oriented and entrepreneurial
 - b. Walkability
 - c. Sense of community – opportunities for interaction
 - d. Integrated with the rest of the village
- Community process for considering/advocating for development that promotes the vision (?West Concord Advisory Committee)
- Desired Qualities
 - e. Creativity
 - f. Commitment to community
 - g. Economic viability and success (while preserving affordability)

Exhibit 1. Flip Chart Transcription

1. Small Group Exercise #1

Red Group

Favorite Thing	Category	Subject to change/threatened?
Diversity of businesses	Use	
Close to other businesses/areas ■ Integrated into community	Activity, Place	
“True Village” – businesses owned by local residents, *walkable	activity, place	
Close knit	Place	
Affordable – entrepreneurial ■ Artists	Use. Activity	Economic forces
Lots of small businesses – low traffic	Use, activity	
Kids <u>walk</u> to activities	Place/activity	? if activities remain
Pedestrian bridge	Place	
Confluence of Nashoba Brook/Assabet River	Place	Access could be enhanced
Industrial aesthetic	Buildings/Place	Yes, economic forces
Historic -- Industrial revolution (preservation)	Buildings/Place	Yes, economic forces
Potential	ALL	
Noisy activities at night ■ Not compatible with residential area	Use	Yes, if zoning changed to mixed use
Community events	Activity	Traffic eased in Master Plan
Notes from further discussion		
Many different ways to understand “mixed use”		
■ Office/retail/light industrial		
■ Residential/business		
■ Different sized businesses		
These are many of the same points that have been made for years – but HOW to move forward		
Preserve:		
■ Pedestrian nature of Village (minimize traffic and congestion—change flow of traffic – Master		

Favorite Thing	Category	Subject to change/threatened?
Plan)		
■ Certain buildings and aesthetic (preservation)		
■ Affordability (entrepreneurs, artists, small businesses)		
■ Diversity of use		
Improvements needed:		
■ Aesthetic, streetscape, balancing preservation with improvements especially because industrial area is integrated with village		
Enlarge Historic District??		

Yellow Group

Favorite Thing	Category	Subject to change/threatened?
Offers a place to work	Use	Residential/open space
Nashoba Brook	Natural resource	
RR track village station	Transportation	Parking
Integration of natural resources and commercial	Uses	Barriers
Diversity/accessibility of features	Uses	Single use
Human/pedestrian scale	Visual	
"funky" affordable business types	Uses	Economics

Blue Group

Favorite Thing	Category	Subject to change/threatened?
"Sleepy happening place"	Activity	Ok
Incubator for new business		
Variety – multiple activities		Subsidize some businesses
Useful – everything's on foot		
All needs met!		
Location of industrial right in town		
Access for new businesses		
Mixed feel		
Discovery of what's there, even for long time neighbors		

Notes from further discussion

Use the river – make it more of a central part of everything

Subsidize some businesses>

Building improvements – high rent

Increase density or more utilization?

Compatibility of residences and businesses

Residential co-exist with business especially light manufacturing

If it must come down – consideration to rail trail and other activities “push back”

Special permits; burden of paperwork, stops small businesses

Maintain buildings in uncertain zoning

Green Group

Favorite Thing	Category	Subject to change/threatened?
Vibrant and active	?	
Livelihood and revenue generator	Use	
Waterways/Natural Resources	Place	
Local jobs	Use/activity	
Start up/small business friendly	Use/activity	
Innovative future start-ups, research and high tech	Building, use and place	
Longevity, history	Place	
Commuting	Place	
Variety of services/functions offered for locals (small scale)	Activity	
Consistency in use	Use	
Affordability	Building	
Independent businesses (owner operated)	Place	
Local economics		

Notes from further discussion

Fear of changing to mixed use

Fear of over regulating – will they tell us who to rent to, what owner can/can't do, etc.

Limiting who we can rent to, who we could sell to

High rent, rent increases forces small businesses out

Mixed use pushes out industrial

Favorite Thing	Category	Subject to change/threatened?
Concerns for environment		
Short term profit vs. long term viability		
Road next to bike path		
Concerns with "smart growth"		
Fear of losing industrial district		
Traffic flow & access to/through industrial		
Need to look long term – as well as short		

Red Cross Group

Favorite Thing	Category	Subject to change/threatened?
Dips (Beharrell)	Use	Rent increase/outgrow space
Nashoba Walkway – Gulf station to Concord Park	Activity, Place	Redevelopment Liability
Bakery – Brook – businesses along Nashoba Brook	Use, activity, place	Outgrow space
Beharrell area – small start-ups, (don't over-regulate)	Use	Rent increase Overregulation Cost of renovation
Beharrell – eclectic start ups, working community (=people work there), river	Use, Place	Incompatible uses (trucks, noise, smell with residential)
Industrial Use – jobs near retail, housing, nature, train station	Use	Rent increase due to development costs, pressure for bedroom community Smart growth
Need incentives to maintain low rent	Use	Change in ownership Adaptive re-use
Existing Beharrell structures part of charm (keep)	Buildings	Deterioration, apathy, non-conforming, parking (if lost) Need for profit
Bradford area – ditto (but change happens) --like mill buildings, Allen Chair sign --keep exterior and interior	Buildings	Deterioration, apathy, non-conforming, parking (if lost) Need for profit

Favorite Thing	Category	Subject to change/threatened?
Notes from further discussion		
How to maintain Nashoba Brook walkway in face of development needs (must make profit) and liability		
Catastrophe (e.g. fire)		
Potential for adaptive Reuse; ability to achieve adaptive reuse		
Change in ownership		
Business might outgrow space		
Add incentives for property owners		
Dislike of most Beharrell structures		

2. Small Group Exercise #2

Red Group

Group vision statement:

- Win – win – win (property owners, business tenants, local residents)
 - Diverse businesses especially arts oriented and entrepreneurial
 - Walkability
 - Sense of community – opportunities for interaction
 - Integrated with the rest of the village
- Community process for considering/advocating for development that promotes the vision (?West Concord Advisory Committee)
- Desired Qualities
 - Creativity
 - Commitment to community
 - Economic viability and success (while preserving affordability)

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

I want organic slow evolution, same potholed roads, no dressing up with curbs, etc. reconfiguring interiors while, I hope, preserving what we can of the handsome wooden shells at least on Bradford.

More walking, eating, lively use of funky exteriors in ancient European cities that preserve small scale of roads, buildings that wouldn't meet any code.

- Cultural challenges (community and conviviality)
- Preservation of Buildings to appreciate historic industrial revolution and its aesthetic.
- Investment and Support
- Digital Activity may well lead to less physical transience
- River
- Industrial Activity

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

- Path to parking at 300 Baker
- Lots of diverse businesses
- Foot traffic, very walkable
- Schools, places kids go (and walk from neighborhoods)
- Public art and murals
- I go there to take yoga, patronize businesses, play music, walk to brook/river, and take train to city
- Things happening in town in evening
- Spaces where people gather, community events and festivals
- Local artists make their wares and can hold open studios
- Kids attend classes and activities
- Entrepreneurs start innovative businesses
- Neighbors continue to enjoy a walkable, historically interesting district close to natural resources
- Businesses provide services usable to local population
- Historically interesting buildings are restored and paths/streets are re-landscaped
- Artist live work space is offered (but no other residential types)
- Public art

Vibrant mix of smallish businesses fostering artist/craftsperson community. Mix of caterers, small shops in non-industrial areas in WC. Emphasize accessibility by train, bike path but accommodate cars. Would like buildings to be an asset to the community – meaning well maintained.

I would like to still be working in W. Concord in the space that I currently rent in Bradford Street. I would like the buildings to be in good condition, but not “built out” and to have other artist/businesses in the buildings. I would like to see similar use with the other industrial areas.

Individual descriptions of your “worst nightmare”

- MBTA huge commuter center with big parking garage
- Tear down of all the old buildings and replaced by sterile cookie-cutter buildings or big box businesses.
- Preservation so expensive that it requires high rents that push out artisans and small businesses.
- Large impersonal office buildings
- Not affordable developments
- Loss of train service
- MBTA commuter center with multi-level parking garage
- One large-scale business in district
- Environmentally hazardous destructive activities
- Displacement of industrial activities with residential

Loss of village feeling by:

Individual descriptions of your “worst nightmare”

- Introduction of large scale retail
- Introduction of some giant parking structure
- Losing Bradford Street buildings
- Introduction of large-scale housing

To see a big development come into any of the industrial areas and displace the current occupants with massive parking and increased traffic congestion.

Large parking garage or project – any big box or any project that gets it wrong – or displaces all at once an important segment that is currently vital.

Yellow Group

Group vision statement:

- Vibrant:
- Re-fill to capacity
- Profitable
- Pedestrian friendly
- More mill buildings
- Brook highlighted

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

Keep the mix of interesting businesses

Allow current businesses the space to expand if necessary without having to leave the area

Paddle my canoe up Nashoba Brook and step out to a tree shaded esplanade...getting my feet wet of course. Walking to my studio past musicians playing on the street, past a printing plant.

A vibrant profitable mainly business area which doesn't detract from commercial area. The brook will be more visible. Where possible, historic buildings will be retained.

I envision the West Concord Industrial areas to be or could be a center of activity where people work, socialize, live, in the mornings, daytime and into the evening. Sense of community is preserved and enhanced with ways and opportunities to interact.

- I would not like to experience a uniform upscale environment.
 - I would like to be able to find items I need to purchase: groceries, toiletries, postage stamps, hair salon.
 - I would like to be able to find food to take out and eat on the premises in pleasant surroundings.
-

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

- I would like to be able to appreciate the natural resources fuller than currently possible.
- I would like to be able to appreciate the human interactions available when people work in their own stores/businesses.
- I would like to be able to find parking near my shopping destination.
- I would not like to experience a continual traffic jam.

Active light industrial area with river-front access and social opportunity; including restaurant & entertainment for evening activity; Evidence of creativity and opportunity.

- Busy
- Full of people during the day
- Center of innovation, crafts, production of goods

Individual descriptions of your “worst nightmare”

- Huge cast-in-place concrete parking garage
- Abercrombie & Fitch and the like
- “Office Park”
- Straight residential
- Any residential (not needed or helpful in this area)
- Upscale single use
- Lots of added traffic and/or parking
- Limitations on accessibility of Nashoba Brook
- More than 2 stories
- Loss of funkiness (but how to retain that with economic viability?)
- Empty
- Condos, housing
- One big parking lot
- Single use
- Dead zone or heavy industrial use that is unfriendly to pedestrian access.
- Residential development takes over district and controls/intimidates access to brook.
- Nothing constructive has happened
- The brook is polluted and overgrown
- The Bradford furniture buildings have been torn down
- There is an increase in asphalt
- The traffic is snarled
- There is a tidy office park
- All the buildings empty
- Homogeneous uses with poor access and no real patronage of the area businesses past 5:00 p.m. within the central district
- A downtown village district that is auto-centric without enhanced connections to natural resources.
- Being forced to move from Beharrall

Individual descriptions of your “worst nightmare”

- Having Beharrell made into a main road
 - An upscale office park
 - Several hundred housing units
 - A regional transit node
-

Blue Group

Group vision statement: We want the WC village to be a self sufficient place where you can live and not have to leave for your daily needs; include and enhance pedestrian access; continue to host a variety of businesses with multi-tenanted buildings which have invested business owners; environmentally friendly area. Offer flexible zoning to assist our goal/vision.

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

I currently use the post office, minuteman printing, yoga studio, Nashoba bakery etc. I like the fact there is manufacturing and small business to offer jobs to the community. I like that there is space for artists, etc. I'd like this area to have similar uses in the future.

The area should remain available as industrial, with other uses allowed, including commercial and possibly residential. Since these areas are along the river and brook, parks with walking trails and benches. The worst type of development must be avoided – too dense – too much space devoted to a single use – too much paving and lack of open space.

Creative businesses mixed with office, residential, restaurant(s). Better access to brook. More height allowing for better open space usage

I want it to thrive for the business owners but I want it to thrive in a way that's considerate of the village – not too noisy, or encroaching, to be “good neighbors” in the true sense. It would be nice if property owners felt vested in the WC village and felt appreciated at the same time, kept up physical appearances. (owners are appreciated through community support via customers and thoughtful zoning regulations.

An economically vibrant and diverse place where entrepreneurs and locally owned businesses thrive. Aesthetically pleasing, well maintained building, scale that embraces and interacts with the natural beauty of the brook and wetlands. A safe walker friendly climate where pre-teens and teens have interesting things to do. Balance of scale and access to avoid traffic snarl.

A self sufficient community of mixed uses with a focus on pedestrian access to the various commercial areas as well as public resources throughout the town.

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

I want the industrial areas to be a surprise! Planning can never take the place of diversity or entrepreneurship. Zoning should not get in the way of a great idea. Set up the ___, leave a few trees around, and let the businesses loose. We should strongly consider underground or consolidated parking, cafés, daycare, gyms could be interspersed.

Would like to see it maintained as place for new businesses...it doesn't need to get too upscale. Would like to see it integrated with business district, bike trail and natural resources – especially river, but not to the extent that it feels more like a concentration of business district.

Individual descriptions of your “worst nightmare”

I fear and would be disappointed if changes were made that would cause this area to evolve into just condos and boutique shops in 20 years.

A barren wasteland of asphalt and cheap meaningless labor. Assembly lines. Workers and business owners who don't feel part of Concord. Vast landscapes of empty parking lots after 5:00 p.m. A place people leave as soon as the closing bell rings. Like Gerrard or Kendall Square.

Over restrictive zoning bylaws choking industrial areas, buildings fall apart, funky tenants leave.

- Over development – too much density congestion and more traffic, stress community resources.
- Loose its charm/character and small town character.
- Become a destination spot after 6:00 p.m.
- Find a balance through some zoning.
- River ignored
- Area paved
- Large bulky single use buildings built
- Chain stores encroach and useful stores disappear
- Affordable business space and housing gone.
- A large MBTA parking garage is built
- Historic buildings are torn down
- Too upscale to appeal to start-ups.
- Too much tampering
- Biggest fear is environmental problems of an as yet unknown variety like “StarMet”

Zoning would become so restrictive as to limit the various uses which in turn would make space unavailable to the small entrepreneurial user.

- Traffic jams
 - Zoning or mixed use rules that discourage tenants that make it unworkable for landlords that
-

Individual descriptions of your “worst nightmare”

causes buildings to run down.

Green Group

Group vision statement: We envision a vibrant collection of “productive” businesses, services and light industry (including R & D) that meet local needs/Jobs both during peak hours as well as during off peak times; [businesses] that offer complementary uses and parking to promote non-auto reliant transport modes and access to the river. Create and expand opportunities to “hang out” in West Concord.

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

Maintain semi-funky character over time. See industrial zone shrinking – smart growth (housing). No “theme park” i.e. Tudor architecture look. Better use access to Brook/river. Some varied night life. A “below market” concept – incentives to owners.

The rail trail is completed and bypasses the heart of West concord wrapping around Baker Avenue (somehow).

Nashoba/Assabet

- Kid’s fishing pier on Nashoba Brook
- Fish observatory on Assabet
- Picnic Tables

I want the West Concord Industrial area to be a vibrant, lively, forward thinking, hotbed for innovative research, business development, product making that will make Concord and our nation leaders toward a better world.

A vibrant, people on the street, non auto reliant mixed use community that extends into early evening (7-8 p.m.), walkable access to the brook fed by bike path, train and minimal car; open space/pocket park place for cross section of ages to interact; mix of uses would include: housing, work, retail, theater/arts, municipal, recreation, food (outdoor), model of sustainable, vibrant streetscape with park.

There are many small shops on the first floors of 2-3 story buildings serving uses I need, such as cobbler, a wine merchant, (5 & 10 still exists in 2010 in the business districts!) The buildings have some Retail uses. There are grass courtyards & mini gardens. It’s intricate, green, vibrant and accessible.

Good circulation in Town Center. Bradford Building has new siding, central heat and AC, pedestrian walkways and less traffic. RR station. Some small startups have moved out because new ones have

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

come to take their place. The rail trail went around West Concord Center.

- Bike Trail with connecting walking paths and access to Nashoba/Assabet.
- Abutting business (e.g. bike shop, ice cream, restaurant with second and third story loft style industrial space for existing funky business.
- Improved facades, access and traffic flow
- More trees
- Additional mixed use housing in village, but not necessarily industrial zone

In 2030 West Concord industrial areas are occupied with updated buildings and roads that are accessible from both ends of the village. Access to the River is visible and blends naturally with the surrounding businesses. Occupancy continues to be light manufacturing and service businesses including start ups.

Lots of prosperity and we have become a model for success to other communities.

- Public access to natural areas
- Leveraged beauty – make the most of natural assets for good of everyone (Nashoba Brook)
- Small business – mixed retail, manufacturing, food & entertainment
- Local control of business “mix” requires Concord to be “stakeholder” market does not work
- Entertainment, restaurants, destination (using train)
- Residential should be consideration
- Early evening
- Lively and fun
- Not concerned with keeping existing buildings

Individual descriptions of your “worst nightmare”

- Big box structures, branded retail stores
- No street walking, sitting
- Another too successful restaurant like 99
- Dead night/weekend spaces

Antiseptic, sterile, no people, closed at 5:00 p.m., nothing of interest for local Concordians.

West Concord is more cut up with roads and intersections throughout, including a road parallel with RR, without focal points, a mish-mash of upscale boutiques and formula businesses without practical, useful services. Large sections have been bought up and owners turn them into single uses.

My worst nightmare is that we have a mixed use (housing & offices & retail) development in the

Individual descriptions of your “worst nightmare”

colonial style with peaked roofs, shutters & multi-colors in a sea of parking filled with SUVs.

- GAP, Abercrombie & Fitch, Barnes & Noble, Haagen Daz, Blockbuster
- Three – story brick box/mall with lots of parking encouraging drivers
- No access to Brook/river
- No bike path
- Lots of vacant buildings, existing structures replaced with sterile suburban office buildings that shut down at 5:00 p.m. and sea of parking.
- Same as is - two disconnected areas separated by retail business district. Rail trail still not completed
- Auto reliant
- Pipe the Brook
- Massive tear downs and redevelopment, high rents push out most startups/industrial Businesses and more high end.
- Traffic becomes more problematic because many offices have moved in.
- Beharrell Street becomes 90% residential over 20 years.
- I leave and move to Canada and start over in Vancouver

My worst nightmare in 2030: regulations have been added, amended and changed so as to create vacant buildings and a declining economic base as landlords cannot attract any businesses on a long term basis.

Red Cross Group

Group vision statement: A rich, diverse, dynamic environment which allows and encourages small local start up businesses and businesses which provide useful services and activities for the surrounding community. A place which fully integrates the natural resources and allows full enjoyment of them for all.

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

- Preserving and enhancing access to natural features like Nashoba Brook.
- Pedestrian and bike friendly
- Dynamic mixed use – to be determined
- Open to new buildings

I hope for a rich dynamic, lively co-existence of uses, activities and people. I would like there to be places of work, play and scales, styles and uses. Nice places to walk, sit and play (sidewalks, parks, access to rivers and ponds). I would like to see community based activities: grocery store, service based retailers, cultural places (community theatre, performance space, movies). And activities for all stages of life (places for 2 year olds, 20 year olds, 40 year olds, 60 year olds, etc.). I would like a place to use in daily life.

Individual descriptions of “what you want West Concord to be like over the next 20 years?”

- Business/pedestrian friendly environment
- Accessibility to Nashoba Brook
- Connection to Bike Trail
- Small/ medium sized businesses
- Not dominated by 1 or 2 uses
- Continued turnover of businesses

Using creative ways (on the part of the Town/ zoning/variances and incentives). Keep variety of small and diverse companies and at the same time making this profitable for property owners so they can maintain buildings in attractive and safe manner. Fund uses to encourage use of brook/river areas.

Be a thriving, fully occupied area filled with a diverse group of small businesses that basically operate during normal business hours. All buildings would be renovated and updated, and only replaced if necessary. A small amount of residential use would be accommodated. The visual appearance would be upgraded. Access to Beharrell Street would be improved.

- Alt. #1: 100% industrial (some office, manufacturing, artists, studios, dance, karate etc.) 80% of workers arrive by foot, bike or train (or bus).
- Alt #2: Mixed industrial (see above) and retail with expanded industrial at Baker Ave and Domino Drive.
- Either additional housing goes in residential district, upper floors of business district, or Westgate Park, but live-work o.k. in industrial areas.
- More ideas:
 - Net zero energy buildings
 - Water reuse
 - Denser use – fewer one story buildings, less parking
- Buildings upgraded to code and maximum use in conjunction with the ability of the landlord to make a reasonable return on his investment and allowing for marketplace changes during that period of time.
- Borders of Nashoba Brook enhanced and made accessible and park-like for pedestrian use.
- Melding in with Beharrell Street properties retained as incubator area for small start-ups; building in the capacity to handle turnover of startups that outgrow the spaces.

Individual descriptions of your “worst nightmare”

- Housing – Concord is bedroom community.
- Toys R Us or CVS or equivalent – car centered shopping
- Boutiquification
- Civilization collapses due to climate change /energy shortage – everyone dies.
- Dominated by 1-2 uses

Individual descriptions of your “worst nightmare”

- Vacant
- Generates traffic without vitality
- Towers over village

Catastrophic event – primarily fire that devastates the WC downtown and industrial areas. Highlights the need to upgrade Beharrell Street areas and Bradford Street buildings in a fashion economically viable for property owners.

West Concord becomes a gentrified boutique. A pretty place that has little function for everyday use. The industrial uses currently existing are replaced by high end residential units. Existing retail is replaced by banks and galleries. Access to rivers and parks are limited to property owners only.

A paper mill.

A large business that would choke WC with traffic.

Huge buildings offering nothing to community.

- National chain stores
- Large unattractive new buildings
- Lack of access to brook and river
- Lack of local tenants and owners
- Loss of affordable space for startups.

Exhibit 2 List of Attendees at the June 19, 2010 workshop

1. Nancy Crowley, WC Prop. Owner	22. James Craig, Housing
2. Gary Kleiman, WCTF	23. Joanne Gibson, CLRP/Village Ctr.
3. Judy LaRocca, BFRT-AC	24. Bobbie Brennan, WCTF
4. Carol Dwyer, Community	25. Jeff Wieand, BOS
5. Nick Boynton, WC Prop. Owner	26. Karle Packard, CLRP/Village Ctr.
6. Gerry Boyle, BFRT-AC	27. Paul Mahoney, Village Ctr./PWC
7. Elise Woodward, BOS	28. Matt Johnson, WCTF
8. Carol Wilson, CLRP/WC Bus. Owner	29. Charlie Parker, Sustainable Energy
9. Dan Gainsboro, Village Ctr.	30. Julie Hirschler, Community
10. Dinny McIntyre, Community	31. Ashley Galvin, Village Ctr.
11. Margaret Hammill, WC Bus. Owner	32. Fritz Kussin, CLRP
12. Morwen Two Feathers, Community	33. Sally Myers, HDC/WC Bus. Owner
13. Betsy Stokey, WCTF	34. Patrick Cleary, WC Prop. Owner
14. Meg Gaudet, WCTF	35. Phil Terzis, WC Prop. Owner
15. Kathy Hannon, WC Bus./Prop. Own	36. Holly Larner, Village Ctr./Hist. Com
16. Greg Howes, BOS	37. Doris Cole, PB
17. Fred Watriss, PB	38. Robert Gerzon, WC Bus. Owner
18. Christopher Hart, WC Prop. Owner	39. Stan Black, BOS
19. Sue Felshin, WCTF	40. Phil Adams, WCTF
20. Dorrie Kehoe, Community	41. Jamie Robertson, WC Bus. Owner
21. Jimi Two Feathers, WCTF	42. Chris Sgarzi, WCTF/PB
	43. Marcia Rasmussen, Staff

BOS = Board of Selectmen

PB = Planning Board

BFRT-AC = Bruce Freeman Rail Trail Advisory Committee

HDC = Historic Districts Commission

CLRP = 2005 Comprehensive Long Range Plan

Village Ctr. = Village Center Study Committee

PWC = Public Works Commission

WC Bus. Owner = West Concord Business Owner

WC Prop. Owner = West Concord Property Owner

Exhibit 3 List of Materials from the June 19, 2010 workshop

The following materials are available at the Planning offices at Concord Town House.

- a. PowerPoint “photo tour” introduction
- b. Meeting agenda and sign-in sheets
- c. West Concord Industrial Areas workshop series framework
- d. Facilitator packets

Exhibit 4: Numerical Tabulation of Exercise Results

Exercise #1: Common “Favorite Things”

Theme	Number of times mentioned
Village characteristics: walkability, community events, small businesses, train station/commuter rail stop	9
Proximity to Assabet River and Nashoba Brook	9
Affordable commercial, light industrial, and “flexible” working spaces with plenty of parking	7
Vibrant, eclectic and active place	6
Local jobs	6
Diversity of businesses	5
Historic buildings, historic industrial	4
Industrial Uses/Feel	2
Other	1

Exercise #2: Common Themes in Individual Vision Statements

Theme	Number of times mentioned
Mixture of uses, activities, users, scale of buildings/Diversity of businesses	22
Access to natural areas, variety of uses of natural areas (active recreation, such as boating, passive observation)	16
Vibrant, eclectic and active place	16
Improved traffic flow on major streets in and out of area	15
Affordable place for small businesses to start up and enough space for them to stay	14
Emphasis on artists space and public art	11
Preserve Industrial aesthetic/buildings	10
Keep Industrial/Manufacturing	7
Ability of property owners to make a profit	5
Model for sustainable and “green” buildings	5
Bruce Freeman Rail Trail encourages recreational businesses	4
Other	1

Exercise #3: Common Themes in Individual “Worst Nightmare” Statements

Theme	Number of times mentioned
Large single buildings/uses	21
Residential uses replacing existing Industrial uses	12
Chain stores/branded retail stores	11
Degraded natural areas, Nashoba Brook is piped, natural areas not connected to area, lots of asphalt	10
Increased traffic/density/congestion	8
Lack of affordable space for businesses	7
Large parking garage	7
Loss of existing buildings	6
Environmental problems as of yet unknown?	6
Boutiquification [“A pretty place that has little function for every day use.”]	5
No activity in village after 5:00 p.m.	5
No Train, loss of pedestrian friendly	4
Overregulation by prescriptive zoning forces; landlords to leave buildings empty and unimproved	4